

I. Problems to be Addressed

A. The Problems.

Each year approximately 16,500 offenders return to Missouri communities following a period of confinement in a state institution. In anticipation of this significant number of inmates who are about to reenter society, there is but one question to ask ourselves: How do we want them when they come home? In Missouri, the answer is that we want them to be civil and productive. We want them to be responsible, law-abiding citizens, able to obtain and retain long-term employment and maintain a stable home. We want less relapse, fewer revocations and no recidivism. Our experience and research suggests that the successful reintegration of these offenders, particularly offenders at greater risk of returning to confinement, is enhanced by accurate assessments of needs for services and risk of re-offending, timely assignment to treatment based on assessed needs, and effective supervision.

The most pressing problem that the Missouri Department of Corrections has faced in recent years is that which most other state corrections departments have also faced: an increasing institutional population driven by an increase in violator returns and longer prison terms. Since 1990 the Missouri incarceration rate has increased from 272 per 100,000 resident population to 500 at June 30, 2001. This is an increase of 84%. Nationally, the incarceration rate for state departments of corrections has increased from 287 per 100,000 to 426, an increase of 48%. According to the BJS Bulletin “Prison and Jail Inmates Midyear 2001”, Missouri is now ranked 8th highest in the nation by incarceration. Missouri is also ranked 8th in the nation in the incarceration of female offenders (BJS “Prisoners in 2000”) and this has determined Missouri to designate females as a specific at-risk target group.

Particularly in the last five years the violator returns has been the fastest growing component of prison admissions. In 1996, violator returns accounted for 34% of prison

admissions, while in 2001 they accounted for 43% of admissions. Since 1996, violator returns have increased by 59%. Who are these violators? In the main they are non-violent offenders who are being returned for technical violations of their supervision.

The Missouri Department of Corrections has done a good job of reducing the risk of parolees committing new offenses and specifically violent offenses. Of the FY 1991 offenders released to parole, 335 were returned to prison with a new conviction within two years of release. Of the parolees released in FY 1999 only 288 had been returned to prison for a new conviction within two years. The ratio of violent offenses to all convictions by the returning parolees has fallen from 22% by the FY91 releases to 11% by the FY99 releases.

Missouri is concerned with reducing recidivism but it acknowledges the fact that efforts to improve supervision success should be targeted at offenders with the highest risk of recidivism. Offenders with the highest rate of recidivism are offenders who have convictions for property and drug offenses. Missouri is a truth in sentencing state and offenders sentenced to prison for serious violent crime have, since 1994, been required to serve at least 85% of their sentence before they can be considered for release. Additionally, offenders with other class A and B felonies have been required to serve increasingly longer proportions of their sentence. In 2001, the average percent of sentence served of offenders with class A or B felony sentences was 61%. In 1991, the percentage was 50%. Although the target population Missouri will propose is predominantly non-violent it is a population that is significantly more likely to commit new crimes than the general supervised population.

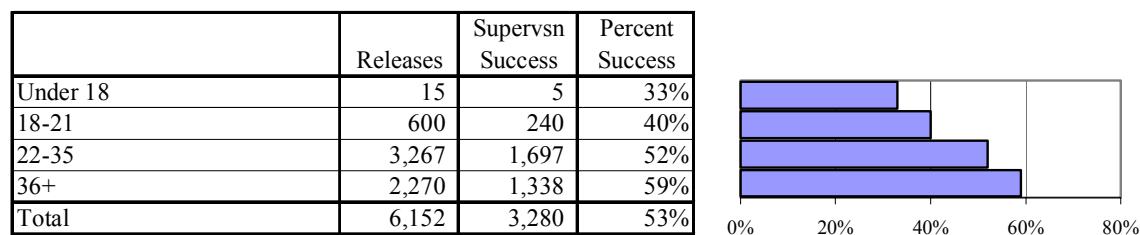
B. Analysis of the Population.

In analyzing the population it was necessary to create an initial screen, which would reduce the number of eligible offenders, to reconcile the grant funding level with the expected large number of qualifying high-risk offenders. This initial screen was centered on a desire to

have a targeted area in and around a federally designated “Weed and Seed” area (Kansas City), and to have a gender specific initiative (Females-St. Louis). After this initial winnowing process, other factors were considered.

The Serious and Violent Offender Reentry Initiative grant document discusses the important roles that mental health, substance abuse and poor education and vocational skills play in maintaining a cycle of criminal behavior. Although these traits are related to violation of supervision conditions we determined that the characteristics most predictive of a return to incarceration (Serious and violent offender), are age at release, prior criminal history, and poor vocational skills/employment stability. Initially, a review of data from all releases from state prison during calendar year 1999 was conducted so as to have a minimum of 18 months to evaluate the failure/success rates of those offenders under supervision. This is what we found.

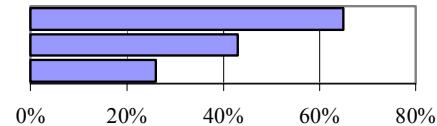
Serious and Violent Offender Variable: AGE--Age is particularly predictive when the offender is very young (Note: By statute offenders age 17 are treated in the adult correctional system in the same manner as those that are age 18, consequently, the entry age for this reentry initiative will be age 17). When the offender is between 17 and 21 years of age, their rate of success is only 40%. Offenders whose ages are 22 to 35 years have an average rate of success (52%) and offenders aged over 35 do the best (59%). As indicated in the table below, the younger the offender is the more likely they are to be revoked and returned to confinement.



Serious and Violent Offender Variable: PRIOR CRIMINAL HISTORY--Prior

criminal history is another significant recidivism variable that we identified, and define as a prior prison incarceration, a prior revocation, or more than one prior sentence to probation. Offenders, age 17 to 35, with prior criminal histories had a success rate of 43% compared to a success rate of 65% for offenders with no prior criminal history. Supervision success is defined as sentence discharge from supervision, or actively under supervision, on June 1, 2001.

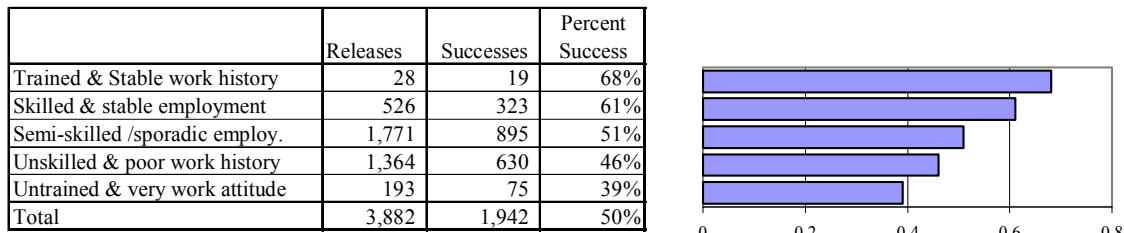
	Releases	Supervsn Success	Percent Success
None	1,402	910	65%
Prior criminal history	2,309	988	43%
Prior CH & contact with DYS	171	44	26%
Total	3,882	1,942	50%



Serious and Violent Offender Variable: VOCATIONAL READINESS AND WORK SKILLS--Defining the target population was based upon achieving two objectives: selecting a population that was significantly at greater risk of failure than other offenders and of sufficient size to satisfy the desire to have two distinct program pilots (St. Louis and Kansas City). Our search for variables to further delineate the target population included an assessment of the impact of mental illness, substance abuse, the absence of vocational readiness and work skills, academic deficiencies, and the lack of stable housing. While having impact, impaired mental health, use or abuse of drugs and alcohol, poor schooling and uncertain housing, are not as predictive as is the absence of vocational readiness and work skills. In fact, we determined that the relationship between supervision success and vocational attainment-work history varied by as much as 29%, ranging from 68% for offenders who were fully trained and with a stable work history to 39% for offenders who were untrained and had a very poor work history. In contrast, the variation between the highest scoring and the poorest scoring offenders for substance abuse problems was only 12% and for mental health problems, just 16%. The analysis

of the relationships between all of the variables and supervision success is described in detail in the following section concerning the characteristics of the target population.

Vocational Readiness and Work History

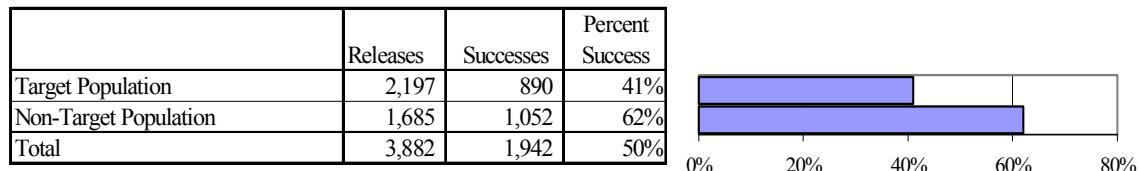


The supervision success for the offenders that we have targeted for this intervention – those who are age 17 to 35, with prior criminal history and weak employment skills – is 41% whereas the supervision success for other non-targeted offenders released is 62%.

Target Population based on 1999 Releases to Parole Supervision

Prior Revocations or Prior Prison Sentence or more than One Prior Probation

Poor Work Skills or Vocational Training, 17-35 on release



II. Determine Goals and Objectives

Goal 1: Prevent Re-offending—The prevention of new offenses and the enhancement of public safety are mutually linked. For success to be achieved in this area the positive adjustment of offenders on supervision must be improved.

Analysis of the target population revealed the rate of failure of the target population is 21% greater than is the case for other offenders in the same age group. Of those offenders released in CY99, the supervision success rate for at-risk offenders is 34% compared to 55% for other non-targeted offenders.

In calculating the expected overall improvement in the rate of recidivism, the outcomes of programs for at-risk offenders that the Missouri Department of Corrections currently provides was considered. The programs most similar to the proposed reentry grant programs are its local sentencing drug courts and other treatment orientated community programs.

In 1999, 489 parolees were released from prison then enrolled in a community treatment program of which number, 243 graduated; 246 did not (success rate 50%). The return to prison rate through August 2001 for the graduates was 45% whereas 67% of those who failed to complete the program were recommitted. Applying a program success rate of 50% to the at-risk population of 200 and a supervision success rate of 55% to program graduates, 36 fewer at-risk offenders will be returned to prison two years after release as a result of their successful completion of the reentry process.

OBJECTIVE: The objective for this goal is as follows:

- The rate of success for at-risk offenders will increase 18% from 34% to 52%.

Goal 2: Enhance Public Safety—Public safety is enhanced not only by identifying offender program needs and developing/implementing plans to meet these needs, but through ongoing surveillance and intervention. Toward that end, targeted offenders will be supervised at the intensive supervision level. Officers will also be encouraged to utilize electronic monitoring upon release, and at the point of violation, when circumstances warrant.

OBJECTIVE: The objective for this goal is as follows:

- 100% of targeted offenders will be supervised upon release at the Intensive Supervision level.

Goal 3: Re-deploy and leverage existing community resources by fostering linkages and accessing currently provided services--The key partners have agreed that the grant funds represent a needed opportunity to design systemic, cost effective improvements to the current

offender assessment and service delivery system. Toward that end, the Department of Corrections will utilize existing general revenue funding to create a Re-Entry Program Manager. The manager will not only coordinate activity related to the Serious and Violent Offender grant, but will also participate in an existing NIC facilitated “Transition from Prison to Community Initiative” (TPCI), in the State of Missouri. Through this initiative, resources for the sustainability of the grant, and the improvement of re-entry process in general, will be identified.

OBJECTIVE: The objective for this goal is as follows-

- The full implementation of the recommendations developed through the NIC technical assistance TPCI effort for the grant population, as well as, the non-grant population prior to the end of the grant period.

Goal 4: Assist the offender to avoid crime, engage in pro-social community activities and meet family responsibilities—One of the critical members of the case management team is the reentry mentor. The mentor will provide guidance to the offender at a level that will work to change poor cognitive skills. The coaching that the mentor provides will extend to the offender’s family obligations, as well as other need areas. The one-on-one instruction and guidance provided by the mentor, along with the support network developed by the case management team will enhance pro-social activities.

OBJECTIVE: The objectives for this goal are as follows-

- Substance Abuse--Substance abuse programs will maintain a minimum of 85% substance free tests. Offenders will be drug free for at least one month prior to program completion and at least 85% will remain at least 85% drug free after graduation.
- Education--A minimum of 75% of participants who do not have a high school diploma/GED will enroll in an adult education class within one month of prison release and at least 70% will achieve at least one grade for every six months enrolled.

- Employment--Within twelve months from release from prison, at least 50% of enrollees will be employed full time; fewer than 20% will be unemployed. Earnings will be tracked with the assistance of the Department of Economic Development. The disparity between the earnings of the target population and the non-target-population will be reduced by half from 22% to 11%.
- Vocational training/ Job placement--For offenders receiving employment assistance or job training, at least 85% will be enrolled in a training course or placed in full time work within one month of release.
- Temporary housing--Within six months from prison release, no more than 25% of target offenders with housing needs will require an intervention by the parole officer as measured by Probation and Parole Social Problems Scale. After twelve months from prison release, no more than 10% will be assigned to a community release center, residential facility or other temporary accommodation.

Goal 5: Ensure program sustainability--Realizing that the key to a successful and sustained reentry program is the decision maker organization and commitment to the program, the team is dedicated to provide the leadership necessary so that offenders and their communities benefit from this grant.

The National Institute of Corrections (NIC) has chosen the Missouri Department of Corrections as one of two pilot sites to implement their Transition from Prison to Community Initiative (TPCI). On September 10, 2002 a meeting was held in Jefferson City Missouri with all the principals involved in TPCI. This meeting was held to begin the implementation of TPCI . The critical elements of TPCI mirror the critical elements of Serious and Violent Offender Reentry Initiative:

- Risk management of offenders

- Assessment of offenders
- Focused resources on offenders from incarceration to release to the community
- Appropriate responses to violations
- Intra-Departmental collaboration and cooperation
- Inter-Departmental collaboration and cooperation
- Commitments from community-based resources to assist offenders during and after the supervision process

Existing Probation and Parole Officers in St. Louis and Kansas City will supervise offenders involved in SVORI in concert with TPCI. Existing community-base resources will serve offenders involved in SVORI in concert with TPCI.

Missouri believes that these two projects operating in tandem will strengthen both projects. In particular, the lessons learned from SVORI will serve to improve the TPCI project in sites throughout Missouri. Conversely, the technical assistance provided by NIC through TPCI will allow Missouri to provide continuous quality improvement during the life of the SVORI grant to the two project sites in St. Louis and Kansas City.

In addition to the above, every grant partner affirms the need for a coordinated reentry process and has committed its support beyond the 36-month grant period as evidenced by their signature on the Memorandum of Agreement. The cooperative effort of this reentry proposal presents the opportunity for great savings that can be derived when significant numbers of at-risk offenders succeed on parole. The state's average cost in re-incarcerating a parole failure, which is returned on average for 17 months, is \$17,627 (An 18% improvement in the success rate of the target population, will result in state savings of approximately \$1,903,716 every 36 months).

OBJECTIVE The objective for this goal is as follows—

- Through the ongoing involvement with grant partners, and the “Transition from Prison to Community Initiative” effort, collaborative efforts will be grown, strengthened and enhanced, while cost savings from increased offender success will be identified, quantified, and then applied to sustaining program services.

III. Select Target Populations/High Risk Offenders

A. Target Populations.

The criteria for selecting the geographical areas for inclusion in the grant proposal was based upon our desire to include as large a potential at-risk offender population as possible to give more relief to more Missouri citizens and better evaluate the impact of the reentry project on public safety. For this reason, two communities were selected that according to Missouri Highway Patrol reports rank at the top in annual reported crime and alone account for one third of the offenders statewide who fail during reentry in Missouri – metropolitan St. Louis City and Kansas City.

- St. Louis City was ranked 1st in reported crimes and accounted for 11% of all releases of target population from prison in 1999.
- Kansas City was ranked 3rd in reported crimes and accounted for 11% of all releases of the target population from prison in 1999.
- St. Louis County was ranked 18th in reported crimes and 1st for DWI and drug arrests and accounts for 13% of all releases of the target population from prison in 1999.

Success rates for 1999 Releases

Target Population In The Grant Designated Areas Compared To The Target At-risk Population Statewide

	Success Rate	
	Target population	Non target population
Kansas City-designated area	26%	52%
All Males and Female Releases	41%	62%
St. Louis City and County - Females	42%	58%
All Female Releases	56%	69%

As discussed earlier, the reentry focus in Kansas City is for all identified high-risk offenders returning to a specific high parole volume zip code area in Kansas City, while the St. Louis initiative is for high-risk females. Within these geographic and program parameters, during CY01, 200 state prisoners meeting the high-risk of failure criteria returned to St. Louis City, St. Louis County and the Kansas City zip code area. In all, we anticipate 200 high-risk offender releases to these communities in CY02 and again in CY03.

The selected at risk target population for the Reentry Grant is a higher risk population than the target population statewide. The success rate for Kansas City area is 26% compared to 41% for the target group statewide and the success rate of the female group is 42% compared to 56% for the female target population statewide (above table).

B. Plan to Select Offenders to Participate.

The following paragraphs discuss the issues that affect the performance of the targeted offenders during their first year on supervised release. It is important to keep in mind that many targeted offenders are impacted by more than one deficiency and as such, are more likely than not to have significant difficulties on parole.

Substance Abuse: Parole officers reported that 29% percent of the offenders in the target population had had a substance abuse problem in the last three months. The rate of success for

those offenders was 23% as compared to 41% of other offenders in the target group who had not lapsed or relapsed. In Missouri, cocaine and methamphetamine use has become extensive. Research indicates that treatment for these illicit substances can be extensive. The additional funding for Missouri would be used to enhance the original treatment time allotted in the original budget.

Mental Health Needs: The percent of offenders with mental health needs is higher in the target population (29%) than in the non-target population (20%) and offenders with mental health problems fail more frequently than do those without mental health problems (a success rate of 32% compared to 41% of all offenders in the population). The data is taken from offenders' most recent assessment of addictions and personality prior to release. At this time, 35% of females incarcerated are diagnosed with mental health issues and are on psychotropic medications. Extensive case management will be necessary in order for this clientele to succeed.

Unemployment: A total of 43% of the offenders in the target population is unemployed and as a subset, are much less successful than offenders in the target population who are employed full time (27% success rate compared to 56%). They are also much less successful while on supervision than are unemployed offenders in the non-group who have a success rate of 43%. The data reflects most recent data provided by the offender's parole officer.

Transitional housing needs: Using the social problems score in the last assessment of offender performance by the supervising parole officer as a proxy measure of temporary housing need, offenders in the target population comprise 54% of the target population and their success rate is 30% compared to 34% for all other offenders in the target population. The social conditions score is not an indicator of homelessness per se but a measure of domestic stability

that suggests when offenders may benefit from a change in residence.

Vocational Readiness and the Effect on Earnings: Using earnings data obtained from the state's Department of Economic Development, the acquisition of adequate vocational skills increases the ability of the offender target population to be self sufficient after release from prison. Average monthly earnings (from release to the second quarter of 2001) of offenders who were scored as vocationally ready at the time of release were \$724 as compared to \$280 by offenders who were classed as unskilled at the time of release. Additionally, the average monthly earnings of the target population was \$494 compared to the average monthly earnings of \$629 by offenders in the non target population.

Target Population--Service Needs:

The target population is characterized by offenders with substance abuse history, mental health concerns, significant deficits in vocational skills and unstable housing. Not surprisingly, many of the offenders in the at-risk population have more than one handicap to overcome. Of the 200 at-risk offenders released to state parole in the targeted communities in 1999, the following services were utilized, and specific service gaps identified:

Substance Abuse Treatment

	Kansas City designated area	St.Louis City	St. Louis County	Total
Releases in 2001	144	34	22	200
Percent Assessed as needing treatment	36%	34%	30%	35%
Need	52	12	7	70
Percent referred to community treatment	12%	11%	10%	
Percent of offenders not receiving trt.	24%	23%	20%	
Demand for Substance Abuse Treatment	35	8	4	47

Missouri Department of Corrections: Serious and Violent Offender Reentry Initiative—“Going Home”
Work Plan-10/31/02

Mental Health Services

	Kansas City designated area	St.Louis City	St. Louis County	Total
Releases in 2001	144	34	22	200
Percent Assessed as needing treatment	28%	33%	27%	29%
Need	40	11	6	57
Percent referred to community treatment	15%	10%	6%	
Percent of offenders not receiving trt.	13%	23%	21%	
Demand for mental health services	19	8	5	31

Vocational Skills Improvement

	Kansas City designated area	St.Louis City	St. Louis County	Total
Releases in 2001	144	34	22	200
Percent Assessed as needing treatment	73%	97%	75%	77%
Need	105	33	17	155
Percent referred to community treatment	51%	51%	51%	
Percent of offenders not receiving trt.	22%	46%	24%	
Demand for vocational training	32	16	5	53

Employment Assistance

	Kansas City designated area	St.Louis City	St. Louis County	Total
Releases in 2001	144	34	22	200
Percent Assessed as needing treatment	97%	87%	80%	93%
Need	140	30	18	187
Percent referred to community treatment	12%	11%	10%	
Percent of offenders not receiving trt.	85%	76%	70%	
Demand for employment housing	122	26	15	164

Transition Housing

	Kansas City designated area	St.Louis City	St. Louis County	Total
Releases in 2001	144	34	22	200
Percent Assessed as needing treatment	35%	23%	17%	25%
Need	50	8	4	62
Percent referred to community treatment	12%	11%	10%	
Percent of offenders not receiving trt.	23%	12%	7%	
Demand for transition housing	33	4	2	39

During the life of the grant, offenders will be targeted for participation based upon their proposed home plan (Within catchment area), and upon a review of existing OPII (DOC information system), data fields linked to the above categories. This review and program eligibility determination, will be performed by Institutional Parole Officers.

IV. Determine Organizational Capacity/Decision Makers

A. Lead Agency.

The Missouri Department of Corrections, under the direction of the Department Director, will serve as the lead agency.

In applying lessons learned from published research into the effectiveness of the rehabilitative models for substance abuse treatment, we rely on the works of Andrews and Bonta (1), Martin et al (2), and Gebelein (3), who suggest that with care in design, programs can achieve success in treating substance abuse and reducing criminal behavior. These studies, conducted between 1990 and 1995, concluded appropriate treatment programs have achieved a 25 to 30 percent reduction in recidivism of participants when compared to ineffective or insufficient programming. Furthermore, these effective programs share common key components that characterize the state's program including:

- Cognitive, behavioral and social learning
- A highly structured program design
- A focus on criminal attitudes, values and actions
- Was provided in concert with other needed treatment

The State of Missouri concurs with Travis (4) that the lessons from Drug Courts can be applied to prisoner reentry under parole supervision. To demonstrate Missouri's success in effectively applying rehabilitative models to therapeutic communities in prison and drug courts and other local alternative sentencing initiatives in the community, we briefly summarize the results of studies of several state programs. First, an evaluation conducted by the Addictions Technology Center, University of Missouri Kansas City of the Ozark Correctional Center Therapeutic Drug Treatment Program in 1999 established that individuals who successfully completed the program were 30% less likely to be in prison twelve months later than a control

group of prison releases. These ex-offenders were also able to hold a job longer than offenders in the control group. Notably, nearly all of those offenders completing the program reported having received some aftercare during the twelve months after release. Second, an analysis of the releases from the 16 drug courts and 6 other community drug-related sentencing alternatives that began in FY97 shows that the rate of prison return of offenders who successfully completed the programs was 16% while the return rate for offenders who failed the programs was 54%. The most successful drug courts relied upon mentors and featured lower caseloads (1 officer and 1 coach: 25 offenders). Of the offenders assigned to these initiatives since 1997, 69% were successful 12 months after release as compared to 58% of other high-risk offenders.

In addition, a community program developed by the Department of Corrections for high need probationers sentenced in St. Louis City, also uses many of the components outlined in the initiative including an assessment for substance abuse and personality disorders and services, notably group counseling for substance abuse, random drug testing, cognitive treatment, cognitive restructuring, employment readiness and a victim awareness program. Since the program began in 1997, 167 offenders have graduated of which number only ten have been reincarcerated representing a probation revocation rate of 6% compared to 53% for the 259 offenders who failed to complete.

In short, programs that are designed to reduce criminal re-offending by treating its associated levels of addictions provide “real-time” connections between the offender and treatment interventions and result in higher rates of post-program success. Accordingly, the Missouri reentry proposal also relies primarily on close monitoring and support of offenders, appropriate levels of intervention, common assessment processes and procedures, and timely connections of offenders to resource providers at release.

B. Local Readiness.

*Missouri Department of Corrections: Serious and Violent Offender Reentry Initiative—“Going Home”
Work Plan-10/31/02*

1. Decision makers: The local decision makers have signed the memorandum of agreement for Kansas City at the time of grant submission. The local decision makers in St. Louis have been identified, and an agency commitment to complete the memorandum of agreement process prior to December 1, 2002 exists. In regard to St. Louis, the memorandum of agreement and planning process is being coordinated by two decision makers, the Missouri Board of Probation and Parole’s Eastern Region Administrator, and the Department of Corrections Women’s Program Manager.

The following is a listing of local decision makers (Kansas City):

- I. Chief Elected Official- Mayor of Kansas City/Jackson County Executive
- II. Head of Community Corrections Agency/Parole Agency- Western Region Probation and Parole Administrator
- III. Chief Law Enforcement Officer-
Chief of Police, Kansas City Police Department
- IV. Chair of the local Workforce Investment Board-KC Region Chair
- V. Head of local Substance Abuse Agency- Regional Administrator, Department of Mental Health
- VI. Head of local Mental Health Agency- Regional Administrator, Department of Mental Health
- VII. Head of local Education Agency-Vocational Rehabilitation
- VIII. Head of local Evaluation Agency- Department of Criminal Justice Studies, Professor, University of Missouri-Kansas City
- IX. Head of Faith Based/Community Based Organization-
Director of Prison Services, Salvation Army
Regional Director, Prison Fellowship Ministries

2. Decision maker Agreement: The following is the memorandum utilized for the initiative:

I, the undersigned, with authority to commit the necessary support of the organization I represent, agree to participate as a decision maker in the Serious and Violent Offender Reentry Initiative, and have participated in the planning, and will participate in the implementation and evaluation of the project. The lead agency is the Missouri Department of Corrections, who will submit the grant application for the adult targeted populations of Missouri.

GOAL: The goal of the partnership is to establish a broad base coordinated service delivery system for serious and violent offenders that starts in the institution and continues after release to the community. We will enhance community safety, with successful reintegration, which will address long term employment, stable housing, education, substance abuse and mental health programs plus any other need the offender may require.

ROLE AND RESPONSIBILITIES:

Furthermore, I will:

- **Participate in the project planning and implementation period.**
- **Commit resources and support to carry out the project.**
- **Consistent with laws and regulations governing participant protection, provide client and systems information necessary to conduct program evaluations.**
- **Agree to share resources and information necessary for the successful reentry of the targeted offenders.**
- **Work to continue the program after federal funding ends.**

It is noted that the local decision makers participated in an earlier planning effort relative to the first offer of this grant, and they have been called back into service as it relates to the present grant submission.

In addition to the local decision makers, community stakeholders that have participated in the planning process, and who are identified as transition team members, include the Project Connect Board, Catholic Charities, Jackson County Prosecuting Attorney's Office Victim Advocate, and neighborhood association leaders.

C. State Readiness.

1. Decision makers: The following is a listing of state decision makers:

- I. Department of Corrections- Division of Offender Rehabilitative Services, Missouri Board of Probation and Parole, Division of Adult Institutions, Division of Planning Research and Evaluation, and the Women's Program Manager
- II. Department of Mental Health-Division of Alcohol and Drug Addiction and Division of Comprehensive Psychiatric Services
- III. Department of Economic Development (Workforce Investment Boards)
- IV. Department of Elementary and Secondary Education
- V. Missouri State Highway Patrol
- VI. Prison Fellowship
- VII. NAACP Region IV—Prison project Coordinator
- VIII. Missouri Victim Assistance Network

2. Decision maker Agreement: The memorandum of agreement for statewide decision makers was the same as the one listed for local decision makers (Dual use form).

The state decision makers have agreed to examine existing resources to identify services that can be leveraged or redeployed in support of the reentry initiative. Their specific roles are discussed in the project design section that follows.

V. Design Each Phase of the Initiative

A. Authority and Coordination/Project Management

The Department of Corrections as lead agency oversees the activities of the statewide decision makers as needed in support of grant implementation. To that end, it ensures that records are kept and conveyed, facilitates area meetings, staffs meetings in the areas, and coordinates the activities of the statewide decision makers. It will monitor the implementation of the program and ensure that timely and reliable data is collected for the program’s evaluation. At the local decision maker level, the Regional Administrator for the Board of Probation and Parole serves as the liaison to the Reentry Transition Team, and will otherwise provide support consistent with that delivered by the lead agency to the state decision makers.

The Department of Corrections has also set-aside general revenue funds and is in the process of hiring a Reentry Program Manager. The manager will participate in the current “Transition from Prison to Community Initiative” (TPCI) system evaluation facilitated by NIC. The status of the manager’s involvement with all key statewide decision makers in the TPCI effort will help to eliminate barriers to the implementation and management of this multi-system program at the local (St. Louis and Kansas City), level.

B. Service Delivery Systems

The case management team, consisting in the institution of the Reentry Resource Specialist, Institutional Parole Officer, and Caseworker, and in the community, the Reentry Resource Specialist, Field Parole Officer and Reentry Mentor will ensure a seamless delivery of service. In

coordinating this process, the case management team will fully leverage existing resources in the following manner:

Restitution and Community Service: While in the institutional phase, offenders will participate in restorative justice activities, as currently required by the department of corrections. Offenders will also attend Impact of Crime Victim Classes, when available during the institutional phase, or in the community upon release. While in the community, the Reentry Transition Team will oversee the offender’s progress on supervision, providing community/victim input on the reentry plan, as managed by the case management team.

Education Services: Based upon the educational assessment, the offender will receive the appropriate tier of educational services while incarcerated and while assigned to community supervision.

- Tier 1: GED preparation for offenders who are functionally literate
- Tier 2: ABE preparation for offenders who are functionally illiterate
- Tier 3: Special education/ESL for eligible, special needs offenders

Housing (Transitional): The Department of Correction’s Division of Probation and Parole currently contracts with not-for profit providers for 238 residential beds to assist offenders in transitioning to the targeted communities, 125 beds in the St. Louis and 103 in the Kansas City metropolitan areas. A variety of other providers, including the Salvation Army, Oxford Houses and Faith-based organizations offer low-cost residential services in these communities.

Job Training and Placement Services: Based upon the results of the assessment process, the offender will be placed on the appropriate service tier. Community based vocational education services are funded by the Department of Elementary and Secondary Education and coordinated with local Workforce Investment Boards in each of the targeted communities. Job placement

*Missouri Department of Corrections: Serious and Violent Offender Reentry Initiative—“Going Home”
Work Plan-10/31/02*

assistance and related employment services will be fostered through the WIB's utilizing resources available through the following Kansas City and St. Louis One Stop Centers:

KANSAS CITY ONE STOP OFFICES:

Missouri Career Center - Kansas City
1740 Paseo
Kansas City,MO
64108
816-471-2330

Missouri Career Center - Kansas City Northland
3100 NE 83rd
Kansas City,MO
64119-4465
816-437-3635

Missouri Career Center - Independence
15301 East 23rd Street
Independence,MO
64055-0820
816-325-5890

Missouri Career Center - Kansas City South
6801 A Longview Road
Kansas City,MO
64134-3315
816-325-1000

Missouri Career Center - Kansas City
1740 Paseo
Kansas City,MO
64108
816-471-2330

Missouri Career Center - Kansas City Northland
3100 NE 83rd
Kansas City ,MO
64119-4465
816-437-3635

Missouri Career Center - Independence
15301 East 23rd Street South
Independence,MO
64055-1698
816-325-5890

Missouri Career Center - Kansas City South
6801 A Longview Road
Kansas City ,MO
64134-3315
816-325-1000

ST. LOUIS ONE STOP OFFICES:

St. Louis Agency on Training and Employment (SLATE)

*Missouri Department of Corrections: Serious and Violent Offender Reentry Initiative—“Going Home”
Work Plan-10/31/02*

1017 Olive Street
St. Louis, MO
63101-2019
(314) 589-8000

Missouri Career Center - St. Louis County North Oaks
26 North Oaks Plaza
St. Louis, MO
63121
314-679-3300

Missouri Career Center - St. Louis County
26 B North Oaks Plaza
St. Louis, MO
63121
314-381-6700

Missouri Career Center - Crestwood
9244 Watson Road
Crestwood, MO
63126-1595
314-842-3600

Missouri Career Center - St. Louis Central
4811 Delmar Boulevard
St. Louis, MO
63108-1732
314-877-0916

Missouri Career Center - St. Louis South
6821 South Broadway
St. Louis, MO
63111-3146
314-301-7900

ST. LOUIS MET CENTER
6347 Plymouth Ave.
St. Louis, MO
63133
314-746-0720

Missouri Career Center - Florissant
4040 Seven Hills Drive
Florissant, MO
63033-6767
314-877-3010

The activities of the Workforce Investment Boards are coordinated by the Department of Economic Development's Division of Workforce Development. The utilization of other available resources in this area, such as the federal bonding program, will also be pursued. The

reentry proposal includes contracting with the local Workforce Investment Boards for dedicated employment assistance services in each of the targeted communities.

- Tier 1: assignment to work for offenders who are ready to work
- Tier 2: on-the-job training
- Tier 3: substantive training

Substance Abuse Services: Community providers of substance abuse services are under contract with the Department of Mental Health’s Division of Alcohol and Drug Addiction. The grant application also has funds budgeted to augment existing resources to ensure the offender receives the needed treatment at the appropriate tier.

- Tier 1: drug education for offenders who have used drugs or alcohol on a recreational basis within the past year
- Tier 2: short term drug treatment for acute conditions
- Tier 3: long term drug treatment for chronic conditions

Mental Health Services: Community providers of mental health services are under contract with the Department of Mental Health’s Division of Comprehensive Psychiatric Services. The grant application also has funds budgeted to augment existing resources based on offender need and treatment availability gaps.

- Tier 1: to ensure compliance with psychotropic prescriptions
- Tier 2: group psychological services for acute conditions
- Tier 3: individual psychiatric services for chronic conditions

Medical Services: As coordinated with the Reentry Resource Specialist and the field parole officer, medical needs will be targeted for immediate action plans. Medical insurance, through Medicaid and/or Medicare will be pursued, and where appropriate, disability benefit enrollment

or reinstatement, through Social Security Income (SSI) or Social Security Disability Insurance (SSDI), will occur.

C. Transition Team.

The Reentry Transition Team (RTT) is comprised of local decision makers and other identified stakeholders. In Kansas City, where all the local decision makers are in place, the RTT consists of the local decision makers, a representative from the state's public defenders office; major service providers; a rehabilitated ex-offender now residing in the targeted area; local victims' advocacy organizations that are members of MOVA, and Catholic Charities. It is our expectation that the RTT developed for St. Louis by the December 1, 2002 target date, will include similar membership.

Responsibilities of the RTT will include localized input to the reentry process. RTT's, or their designated sub-groups, may also serve as reparative panels, which will work in concert with the case management team, and the reentry authority. This interaction between the RTT and the case management team will be facilitated by the Reentry Resource Specialists, who will guide activity between the RTT, case management team and the reentry authority. Information in regard to impediments to reentry will be identified by the case management team and will be shared with the RTT, for possible resolution, by the Reentry Resource Specialist. The process identified above will establish a base for an integrated case management system.

The RTT's will additionally provide guidance and input to state decision makers and the lead agency. The link to this information sharing will be the Reentry Program Manager, a position funded with DOC funds, who will oversee the grant and department reentry efforts linked to the “Transition from Prison to Community Initiative”. The Reentry Resource Specialists will provide RTT reports to the Reentry Program Manager, who in turn will share with the state decision makers.

The RTT's will meet at least monthly to solve issues specific to their area, while statewide decision makers will meet as required. We expect the RTT's will adopt a major responsibility in the on-going identification of problems – and the sharing of solutions with state and local decision makers. Meetings minutes shall be taken at the meetings of the state decision makers, and recommendations for the state decision makers from the RTT's, will be captured in written form by the Reentry Resource Specialist.

D. System of Offender Assessments.

Field risk and need assessment: The “Client Analysis Scale- Risk and Need” instrument that the department of corrections uses is population appropriate to reliably ascertain an individual offenders’ need for skills development and relapse-prevention and to determine risk. The instruments are suitable for periodic retesting and were last validated against the offender population in 2002.

Institutional Risk Assessment: In order to ascertain institutional risk factors an Initial Classification and Testing Process is completed, along with follow-up reclassifications on an annual basis. Within this process, high-risk offenders are identified and assigned to more secure facilities. The assessment also includes a component to ascertain whether the offender by disposition is aggressive or passive; similarly situated inmates are housed together.

Community risk assessment: A Salient Factor Scale is completed in conjunction with a Pre-Hearing Report or Community Placement Assessment Report to identify offenders who have a higher potential for creating harm in the community. Through this process community services for higher risk offenders, such as electronic monitoring, residential facilities, and treatment resources, are identified.

Institutional needs assessment: During reception and diagnostic, the following needs assessments are completed within the institution:

Academic testing: The Wide Range Achievement Tests, appropriate for adult offenders and non-English speaking populations, are administered in a group setting and scored electronically to ascertain information about students' academic proficiency in core competency areas.

Interest & aptitude evaluations: The Career Occupational Preference Survey, Career Oriented Placement and Evaluation, Career Aptitude Placement Survey, and Weschler Adult Intelligence Scale Instruments are administered in a group setting and scored electronically to ascertain information about their aptitudes and interests in the world of work.

Substance abuse: The Texas Christian University Diagnostic Substance Abuse Screening Instrument (TCUDS) and the MO Department of Corrections Substance Abuse Assessment Instrument (SACA), are administered in an individualized or group setting and scored electronically to ascertain information about the need for treatment, risk of lapse and relapse and amenability to treatment.

Social skills: Instruments appropriate for adult offenders and non-English speaking populations are administered in a group setting and scored electronically to ascertain information about their problem-solving and coping skills.

E. System of Offender Reentry Plans.

In developing the model for the reentry plan and assessing the existing support networks in Kansas City and St. Louis, it was determined that all phases of the Kansas City portion of the proposal would be ready to proceed when grant funds are released. A concerted effort is being made to position St. Louis to also begin within 60 days of the grant award.

Missouri's offender re-entry plan, featuring three phases and eight elements, is summarized in the following chart:

Operational phases of Missouri's Offender Reentry Plan			
The Reentry Plan occurs in 3 phases, and has 8 elements.	Phase 1: Making a Plan-Institutional (Identification at intake/Pre-Release planning 180 days before parole).	Phase 2: Going Home-Reentry to community (First 12 months on parole)	Phase 3: Staying Home-Relapse Prevention (Remaining time on supervision and post supervision)
The reentry program begins in the institution at intake & continues upon release			
<ul style="list-style-type: none">• 1. <i>Assessments</i>: Academic, vocational, substance abuse, mental health, social skills are assessed at in-take and updated prior to parole and incorporated into the reentry plan,• 2. <i>Offender skills development</i>: Offenders acquire as many literacy, employability, sobriety skills as practical while confined and continue skills development on parole.• 3. <i>Family skills development</i>: Includes instruction in the areas of goal setting, problem solving, family dynamics and parenting styles.			
The processes coordinate efforts to reduce relapse, revocation & recidivism			
<ul style="list-style-type: none">• 4. <i>Case management</i>: An interdisciplinary team assigns offenders to activities to build skills sets while confined as per intake assessments, meets periodically with offenders and the reentry resource specialist during the transitional phase to develop a parole plan.• 5. <i>Community supervision strategies</i>: Parole officers & “mentors” provide intensive supervision including electronic monitoring and frequent urine analysis• 6. <i>Victims issues</i>: Timely notifications, outstanding restitution ordered as a condition of parole, and offenders’ participation in Impact of Crime on Victims courses will occur.• 7. <i>Information sharing</i>: Inter-agency and intra-agency.• 8. <i>Community concerns</i>: Crime prevention coordination with police & housing authority; public health referrals to track treatment of infectious & contagious diseases			

Reentry planning begins at intake during the first several weeks of confinement with an assessment of needs and risks that leads to full time programming throughout the period of confinement to ensure that as much of the sentence as necessary is spent acquiring skills essential for success upon release. Enrollment in literacy, job training, mental health and substance abuse programs continues in the secure setting and on parole until the offenders are proficient; that is, literate, employed, sober and civil.

Reentry planning continues with transitional activities associated with parole release planning that are subject to review and revision throughout the first six to 12 months after release

from confinement and may also resume anytime prior to the expiration of the sentence. The purposes of reentry planning are twofold. As noted above, it is to ensure that offenders develop the skill sets that are essential to the success of at-risk offenders notably proficiency in literacy, employability and sobriety. Reentry planning also ensures that systems and support services are in place. These include housing, childcare, transportation, and health care.

Components of the reentry plan

6 months prior to release offenders will complete programming provided by DOC

- Completion of core competency requirements (earn GED, receive jobs training certificate, participation in restorative justice program)
 - * Urine testing occurs periodically; positives result in sanctions and referral to services
 - * Adjustments in levels of supervision and services reflect institutional conduct and adjustment

3 months prior to release specific employability and life skills instruction will be provided onsite as needed by correctional program staff:

- * prepare a resume
- * attend a life skills/coping classes
- * refine job retention strategies
- * receive basic financial instruction
- * explore job training and post secondary opportunities

3 months prior to release the institutional caseworker, institutional parole officer will draft the pre-release parole plan with the offender and his family

- * establish residence
- * contact prospective employers

1 month prior to release, correctional personnel in cooperation with the partners make final preparation for release that may include as examples:

- Obtain a valid, photo identification card
- Ensure an adequate supply of prescribed drugs is provided and arrangements for prescription renewals in the community are arranged; compliance, a condition of parole.
- Referral to a community-based substance abuse provider is in place; compliance, a condition of parole.
- The next appointment for mental health care is scheduled; compliance, a condition of parole
- Schedule interviews for employment/enroll in next available job training-post secondary class; compliance, a condition of parole.
- Confirm home plan or secure interim housing in halfway house, etc.

Activities that begin day 1 of confinement and continue until discharge from parole or conditions are otherwise satisfied in full

Relapse prevention

- * Periodic urine analysis; positives result in sanctions and referral to drug education or treatment
- * Satisfactory completion court-ordered treatment
- * Referral to relapse prevention programs in the community

Restorative justice plan

- * While confined, satisfactory completion, Impact of Crime on Victims class and participation in

<p>victim-focused, community-service reparative activity</p> <p>* On supervision, participation as appropriate in reparation impact panel plus payment in full of court-ordered restitution</p>
<p>Problem-solving</p> <p>* While confined, offenders may self-refer or may be required to complete anger management.</p> <p>* On supervision, offenders may self-refer or may be required to complete anger management. In addition, reentry mentors are available on a continual basis to help trouble-shoot difficulties at home and work and mediate problems with parole staff.</p>
<p>Avoidance of criminal behavior and behavior triggers</p> <p>* While confined, offenders learn strategies to avoid criminal behavior and behavior triggers in treatment programs provided to battered spouses/batterers, substance abusers and sexual offenders. Offenders are also encouraged to request housing re-assignment, etc. as necessary.</p> <p>* On supervision, parole plans include as special conditions avoidance of specific persons and places and prohibit certain conduct that may trigger lapse and relapse. Urine testing and lie detectors are utilized as necessary.</p>
<p>After-care programs including peer support groups following initial treatment</p> <p>* While confined, therapeutic communities have a step-down component in which inmates participate and offenders are encouraged to join support services such as AA and NA.</p> <p>* On supervision, the therapeutic communities participate in community “winners’ circles.” They continue to attend AA and NA.</p>
<p>Compliance with terms of parole</p> <p>The team recognizes that lapse and relapse are likely. All enrollees are assigned to intensive levels of supervision to identify those at risk as quickly as is possible. Rules are few and fairly enforced. Infractions are dealt with swiftly with sanctions developed by the case management team, with involvement of the offender. Treatment groups are continued; personal accountability to self and group are stressed. Adjustments in the level of supervision reflect progress. Changes in home plans are made if necessary and if warranted offender surveillance will be increased through electronic monitoring.</p> <ul style="list-style-type: none">• Consequences for noncompliance – Public safety will not be compromised. Sanctions are graduated and services adjusted as needed. Temporary assignment to a secure setting – halfway house and work release centers –or, an assignment to electronic monitoring may occur. Revocation is the team’s most stern response and will be pursued when public safety is compromised.

Parole Officers in the state’s correctional centers will identify offenders whose home release plan is likely to be in metropolitan St. Louis (Female only) or Kansas City (Male and female), and provide those names, through the existing program tracking system, to the agency’s planning and research unit to determine which offenders have those characteristics associated with heightened risk of relapse, revocation and recidivism. All those who are identified

according to the criteria described in the section, Identifying the Target Populations, will be assigned to the reentry program as a condition of release on parole.

While both target areas (St. Louis and Kansas City), are designed to contain the same program elements it is anticipated that the Reentry Transition Teams will encounter different implementation obstacles. The work of the Reentry Program Manager will include fostering flexibility to allow for variation in local responses by the RTT's, to best meet the needs of the target population and overall public safety.

Missouri's program proposal includes **“REENTRY RESOURCE SPECIALISTS,”** liaisons that are assigned to each of the target communities and serve as links to local partners and service providers in their respective communities. They will be trained with regard to institutional as well as to the local provider assessment, eligibility and resource capabilities. The specialist will assist the institutional staff in completing referral requirements for the needed services identified during assessment. The specialist coordinates contact with and brokers a “service agreement” that bridges the “gap” between the level of service already available through the state/federal supported provider and the level of service required by the offender.

In the institutions, the specialist ensure coordination of institutional programming occurs and that all of the pre-release preparation is provided as scheduled.

In the community and with the supervising parole officer and local service provider(s), the resource specialist forms a case management team for the offender. This team monitors and encourages as well as holds the offender accountable to the elements of the “reentry plan” developed while incarcerated. The team will adjust the plan as necessary during the first twelve months of community supervision. The reentry resource specialist together with the district probation and parole administrator will also work with local law enforcement, grant partners, service providers, volunteers and citizen/faith-based groups to develop resource networks that

improve public safety by ensuring offenders are monitored, comply with supervision agreements and treatment requirements and provided opportunities to participate in reparation activities in the local community.

F. Continuum of Supervision.

It is anticipated that generally the intensity of supervision and surveillance will shift from more to less restrictive but may vary during the reentry process according to offenders' changing needs and risks. Accordingly, avoidance of criminal behavior and behavior triggers are important. Deliberation has been given to strategies most likely to achieve compliance with all terms of probation and parole and the consequences to mete out when offenders fail to comply with terms of their plans.

In the institutions as well as in the community, offender compliance with the conditions of release is promoted with frequent urine analyses and the monitoring of adjustment to incarceration and release to supervision. In the field, the initial assignment will be to intensive supervision. The parole officer will periodically assess the level of support in the offender's home and place of work and will refer family members to support service providers as necessary. Each parole officer's caseload will not exceed 25 offenders. Frequency of urine analysis will be commensurate with the offender's specific level of supervision. Positive test results will result in adjustments to the levels of supervision and treatment. Offenders requiring additional structure may be assigned to periods of "electronic monitoring" to regiment their leisure hours. They will also be referred or assigned to local reparation/community boards, under the authority of the RTT, at the time of field placement and as needed to monitor violation activity.

G. Continuity of Services.

This grant application draws upon lessons learned and includes three assumptions about our future success. One, past practices that had proven to be effective will be resurrected and

reaffirmed in the project design and description. Two, only those practices that are the most likely to be sustained when the grant funds expire in 36 months time are proposed. Three, identified gaps in the treatment/intervention continuum, most notably shortfalls in certain services that resulted in delayed care will be eliminated with mutually developed and sustainable connections between the state decision makers, and the Reentry Transition Team. We want to make lasting change in the systems that support the reentry of at-risk and other returning offenders.

To strengthen monitoring, support and case management of the targeted offenders, “reentry mentors” will be utilized. These individuals will serve a function similar to AA sponsors, assisting the offender through day-to-day “crises” but also perform other supporting functions; that is, they may ensure parolees meet their obligations – getting to work on time or getting to treatment, for example. The mentors will be on duty 19 hours per week and monitor/support approximately 25 targeted offenders. They will report jointly to the reentry resource specialist and the supervising parole officer.

VI. Organize Project Management

A. Authority and Coordination/Project Management

The Department of Corrections as lead agency oversees the activities of the statewide decision makers as needed in support of grant implementation. To that end, it ensures that records are kept and conveyed, facilitates area meetings, staffs meetings in the areas, and coordinates the activities of the statewide decision makers. It will monitor the implementation of the program and ensure that timely and reliable data is collected for the program’s evaluation. At the local decision maker level, the Regional Administrator for the Board of Probation and Parole serves as the liaison to the Reentry Transition Team, and will otherwise provide support consistent with that delivered by the lead agency to the state decision makers.

The Department of Corrections has also set-aside general revenue funds and is in the process of hiring a Reentry Program Manager. The manager will participate in the current “Transition from Prison to Community Initiative” (TPCI) system evaluation facilitated by NIC. The status of the manager’s involvement with all key statewide decision makers in the TPCI effort will help to eliminate barriers to the implementation and management of this multi-system program at the local (St. Louis and Kansas City), level.

B. Definite Terms and Conditions.

The reentry authority is the Missouri Parole Board, who by statute is charged with the responsibility of imposing conditions of parole release. As part of the reentry model, one parole board member will be designated as a member of the Reentry Transition Team (One each for St. Louis and Kansas City). This Parole Board member will obtain input from the Reentry Transition Team, and the case management team, through the supervising parole officer, when assigning conditions of parole, and when reviewing program violations.

C. Plan for Program Sustainability.

It is noted that the State of Missouri was recently selected as a recipient of a National Institute of Correction technical assistance grant for the review of “Transition from Prison into Community”. It is anticipated that the systemic review conducted through the technical assistance grant, along with the results of the reentry grant, will lead the State of Missouri to a new level of understanding in this arena, which will be reflected in future staffing and program funding decisions, beyond that discussed below.

The department through the FY03 budget process identified a new budget initiative, which was funded, of over \$400,000 for contracted reentry support services for female offenders returning to St. Louis City and County. The department has also set aside approximately

\$100,000 to hire an additional Reentry Resource Specialist and a Reentry Program Manager.

This financial commitment in support of the grant is greater than the amount of grant funding to be received, and clearly demonstrates a strong commitment to ensure program sustainability.

D. Staff Resources.

The staffing proposal reflects our commitment to sustain the program after the expiration of funding; that is, to make as much change as is necessary with as few additional professionals as is possible. To this end, new grant funded staffing consists of three full time reentry resource specialists, two in Kansas City and one in St. Louis, that work under the direction of the Probation and Parole Regional Administrator, and, contracted part-time reentry mentors, who report to the reentry resource specialist (Positions will either be supervised by the lead agency or the lead agency will contract for service). As noted above, the department of corrections is augmenting this staffing, through the use of general revenue funds, and will be hiring one additional specialist along with a Reentry Program Manager.

The Reentry Program Manager is charged with maintaining effective partnerships in both St. Louis and Kansas City, and coordinating the activities of the Reentry Resource Specialists as they jointly foster the daily operations associated with this complex multi-system initiative. The Reentry Program Manager is also the link to the statewide decision makers who, with input from the manager, will work to eliminate reentry barriers at the statewide level.

The reentry regional resource specialists link the activities of case workers and institutional parole officers within the division of adult institutions with those of probation and parole officers in the community. These specialists also serve as liaisons to local partners and community-based service providers (Reentry Transition Team). The individuals selected to serve in this capacity are comparable in years of service and formal training to that of the division of probation and parole's unit supervisors and will be compensated accordingly. To ensure

excellent individuals with firsthand knowledge of the system are selected, successful applicants may be permitted to take a leave of absence from their present positions.

The remaining staff assigned to the targeted offenders will be drawn from the existing personnel resources of the agencies responsible for supervision services—department of corrections, and those agencies responsible for treatment and education services—departments of mental health, elementary and secondary education, the division of workforce development and the local Workforce Investment Boards.

E. Information Sharing/Data Collection.

In the institutions as well as in the community, and by written agreement, all agencies will develop and maintain a shared data bank with current, reliable information within each organization's statutory privacy obligations.

VII. Develop Project Budget

(See attached)

Note: Additional information relative to the work plan is contained in Attachment A and B, along with other documentation sent with this work plan.

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3. Gebelein, R, “The Rebirth of Rehabilitation: Promise and Perils of Drug Courts”, papers from the Executive Sessions on Sentencing and Corrections (no. 6), National Institute of Justice.
4. Travis, Jeremy, “But They All Come Back: Rethinking Prisoner Reentry “, papers from Executive Sessions on Sentencing and Corrections (no. 6), National Institute of Justice.